

DRAFT
10 January 1974

MOBILITY

1. Career Services have emphasized the development of skills to meet their specific needs, and most have paid lip service to mobility as a conceptual way of meeting their staffing requirements. Few, in fact, have encouraged the free movement of personnel to and from their areas. As a result, the Career Services have cultivated specialized talent needed within their boundaries, but they have been less successful in producing officers schooled in the experiences required to work in different phases of the intelligence profession.

2. The next generation of leaders at the mid and senior levels will probably come from employees on duty. If the Agency is to have sufficient choices for managerial jobs among well-qualified prospects, it must insure that employees having the ability and motivation are given the opportunity during their careers to secure relevant training and assignment, wherever located. Opportunity is a condition that must be created by the planning of specific assignments and experiences required for individual development.

3. We can no longer afford to fill gaps in the professional and managerial ranks on an ad hoc basis and then describe the actions taken as examples of mobility. Neither can we rely upon developmental dividends obtained as the incidents of filling jobs when vacancies arise. If we are to strengthen the rotational process, we must become more systematic. Periodic review of individual employees against an approved rotation model is the essential element of a system best suited for achieving this objective.

4. It would be inappropriate to rule out the desirability of rotating senior and middle officers but the primary focus on rotation should be at the lower levels where employee movement produces the fewest disruptions in office procedures and minimizes the likelihood of career damage to employees, resulting from unfamiliar work situations. It is at the lower levels that employees are still in the process of deciding their future, including an interest in continuing their employment with the Agency. It is at the junior levels that career commitments are most fluid. Therefore, Directorate Career Services and components should concentrate upon mobility as one process of rounding out and converting young employees from beginners to fully-qualified professionals or technicians.

5. Maybe rotation is an impossible dream within the Agency, but the idea of moving employees around to improve their capabilities, without sacrificing job performance, remains a major goal. The fact that we have repeatedly failed in the past is no reason why we should not try again. Establishing an effective rotation ^{program,} including some inter-Directorate movement, is not beyond the capability of the Agency; it is more a matter of inclination and command than design.

6. Procedurally, one way ^{to insure a certain amount of rotation} might be to identify a number of young professionals within each Career Service and assign them to serve as staff aides or "Assistants To" senior officers for periods of 6 - 12 months. Essentially, this idea parallels the use of high potential young people as law clerks and executive or Congressional interns. It provides for the steady infusion of new ideas and affords a rare opportunity and challenge for young people to learn firsthand the major workings and dynamics of an organization at the centers of principal decision-making.

This idea has successfully worked in industry and can be implemented on a detail basis with no disruption in the chain of command or slotting arrangements.

Directorate Career Services

(1) Formulate model(s) of the kinds of job experiences that officers should receive during major steps of their careers. (Models may be based on years of service but preferably on grade levels.)

(2) Evaluate the needs of each careerist to determine the developmental work experiences that are needed in terms of the model and the employee's probable future utilization and potential.

(3) Establish a goal to rotate _____ careerists each year.

(4) Annually identify at least six employees, GS-09 through GS-12, who should be considered for assignment to "Assistant To" positions in the Directorate and Agency. Submit the recommendation to the Deputy Director.

Deputies Directors

(1) Assign five officers as "Assistant To" senior Directorate officers.

(2) Select one officer for inter-Directorate rotational assignment in an "Assistant To" position. Submit the name, together with an individual developmental proposal indicating the duration and type of assignment requested to the Head of each of the five Career Services and the D/Pers.

(3) Rank the officers recommended by the DD's in order of preference and submit the ranking to the D/Pers.

(4) Assign the chosen officer as "Assistant To" the Deputy Director or another senior officer. If assigned to a senior officer, the officer

will be responsible for making periodic progress reports directly to the Deputy Director concerned.

(5) Submit a fitness report on the employee covering the period of the assignment. The Report should be submitted to the DD who is Head of the employee's Career Service VIA the D/Pers. A copy will also be made a part of the employee's OPF.

Director of Personnel

(1) Select officer to be assigned to the particular Directorates. Assignments should be determined by preferences indicated on ranking sheet. If DD's ^{indicate} ~~understate~~ the same preferences, choice should be made on the basis of discussions with the DD's re their proposals to utilize the individuals.

(2) Serve as focal point for any problems which result from the four assignments.

(3) Make periodic (annual) progress reports to the Management Committee.